

<b>TRANSMITTAL SLIP</b>		<b>DATE</b>
<b>TO:</b> DDCI <i>m</i>		2 Aug 82
<b>ROOM NO.</b>	<b>BUILDING</b>	
<b>REMARKS:</b>  <i>SAFE file J</i>		
<b>FROM:</b>		
<b>ROOM NO.</b>	<b>BUILDING</b>	<b>EXTENSION</b>

DD CF

The Director of Central Intelligence

Washington, D.C. 20505

2 August 1982

MEMORANDUM FOR: Director, Defense Intelligence Agency  
Deputy Director, Defense Intelligence Agency  
Deputy Director for Intelligence  
Deputy Director for Administration

SUBJECT: SAFE

1. I believe we're on the right track in reshaping the SAFE program along the lines laid out in the recommendations considered and discussed at last week's meeting and supported by the initial evaluation of software packages available on the market and by the CSPO study.

2. However, as I indicated orally at the conclusion of last week's meeting, what is being proposed is that those responsible for analytical activities in DIA and CIA make a very large purchase to meet their needs on the basis of recommendations coming primarily from data processing and information handling experts. Before making a decision I want to be assured that the buyers have specifically and freshly considered what these new proposals do to meet each of their needs, i.e. mail distribution, user profiles, structured files, analyst personal files, geographic and other kind of search and other elements of the analytical function which you know better than I. We should be assured that available choices have been thought through by the users. For example, what is more important to do first: adding on additional functions or making the basic functions available to more users?

3. In short, I want to see that those in charge of analysis have fingered the merchandise and considered what picking and choosing they should do. I believe this project has been disappointing because there has not been enough of this kind of interreaction between the technicians designing the package and the analysts who will be using it and for whom it is being built.

4. I don't want to delay moving along to get the job done. What I want to know is where the analysts stand now in the evaluation of this new approach in relation to how and when it will meet their higher and lower priority needs and that there will be a continual interreaction of this kind as the project goes forward.

5. I attach funding profile and schedule of work and delivery of results. I'm looking for specific description of how enhancements specified here (text processing, on line search, mail analysis, text search modes, etc.) will affect analytical work, degree of value and importance of each, relative value of later enhancements to extension of early functions and enhancements to additional users now scheduled in 1984 and 1986.

6. This is merely a confirmation of the request that I made orally at last week's meeting. I understand that responses are already being worked on. I would like to get your initial response by the close of business Wednesday.

William J. Casey

Attachment

25X1

DD/A Registry
82-0538/49

28 JUL 1982

MEMORANDUM FOR: Director of Central Intelligence

FROM: Harry E. Fitzwater  
Deputy Director for Administration

SUBJECT: Comparison of Original SAFE Program with  
Proposed Approach

In response to your request earlier this week, attached is a brief report which compares the original SAFE program, as modified by Audit findings, with the Software Integration approach which we now propose to take to develop these essential services.



Harry E. Fitzwater

Attachment

25X1

### Comparison of SAFE Schedules and Cost

The attached Chart (Attachment A) indicates the schedule and costs for the following:

1. Original program (Major software development on Burroughs) as projected by the Consolidated SAFE Project Office (CSPO) subsequent to the Preliminary Design Review (PDR) in January 1982.
2. The projection by the SAFE Audit Team as contained in the Audit Report dated May 1982.
3. The Integrated Software option generated by the CSPO after the Audit Report was submitted to senior CIA and DIA management. This option is described in TAB A of the SAFE status report submitted to the DCI and Director, DIA, on 27 July 1982.

The original direction prescribed for SAFE in the 1979 DCI guidance indicated a program costing \$75 million for FY 80-84 (adjusted for inflation to \$94 million) and a delivery schedule of December 1982 for CIA and December 1983 for DIA. As a result of the Preliminary Design Review on the initial CIA delivery completed in January 1982, the CSPO believed TRW to be significantly behind schedule and overrun in cost. Projections at that time were that the program would cost \$157 million to complete and provide CIA an initial delivery in fourth quarter CY 1983 (approximately one year slip from original dates). CIA deliveries would be completed in fourth quarter CY 1984. The initial DIA delivery would also have been in 4th quarter CY 1984 with final delivery in first quarter CY 1985.

As indicated in the Audit Report and further reported in TAB A of the 27 July 1982 SAFE Status Report, the Audit Team found serious technical and management difficulties with the SAFE development and projected that if the program were to continue on its current course it would cost at least \$200 million to complete, with initial CIA delivery not available until second quarter 1985. DIA delivery would slip to mid CY 1986 (approximately a two year slip from original DCI dates).

The Audit findings resulted in the CSPO being directed to identify an option which could reduce the risk, provide early capability for both agencies, ensure more effective management and provide a mechanism for containing cost. The option recommended by the CSPO is shown at the bottom of the attached chart (below hashed line).

The CSPO option is an integrated software approach which maximizes the use of off-the-shelf software in an IBM-compatible environment. This approach utilizes packages which are available

in CIA and the marketplace. It reduces the risk of software development by accepting software already developed and assumes risk for integrating software packages into a SAFE system design. It also provides the advantage for meeting future requirements with flexibility available through a great variety of software packages in the IBM-compatible software marketplace, and it provides an early capability beginning in 1983. The cost to complete the integrated software approach is \$135-150 million, not including approximately \$50 million in costs already incurred.

Attachment B is a chart displaying the delivered capabilities and cost accumulation. The integrated software approach (IBM-compatible) provides early capability (EC-1) for CIA in March 1983 and for DIA in May 1983. The initial delivery of an integrated capability for CIA and DIA (IC-1) occurs in fourth quarter 1984, and there are integrated capability deliveries for both agencies in the fourth quarters of CY 1985 and CY 1986 with final integrated capability available for CIA and DIA in the fourth quarter of 1987.

The original SAFE program, on the schedule projected by the Audit, would have delivered in FY 85 to 460 CIA users (230 concurrent) the same services which are projected for that year in attachment B. Service to DIA, and conversion of DIA's targeting, order of battle and crisis management files would not be available until 1986. What would be totally lacking, of course, would be the early capabilities (EC-1 and EC-2) which the new approach will be able to deliver to both agencies in FY 83 and 84.

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CALENDAR YEARS	1982	1983	1984	1985	1986	1987	PROJECTED COST
ORIGINAL PROGRAM CSPO PROJECTED ON BURROUGHS		▲ INITIAL CIA DELIVERY	▲ INITIAL DIA DELIVERY CIA IOC	▲ DIA IOC			\$157 million
AUDIT SCHEDULE PROJECTION				▲ INITIAL CIA DELIVERY	▲ INITIAL DIA DELIVERY CIA IOC	▲ DIA IOC	\$200 million
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REDIRECTED PROGRAM CSPO OPTION:							
INTEGRATED APPROACH (IBM Compatible)		▲ ▲ CIA DIA EARLY CAPABILITY		▲ CIA/DIA INTEGRATED CAPABILITY INITIAL DELIVERY		▲ CIA/DIA INTEGRATED CAPABILITY FINAL DELIVERY	1/ \$135 - 150 million

1/ \$50m sunk cost is not included

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## SAFE FUNCTIONAL CAPABILITY/FUNDING PROFILE FY-83 THRU FY-87

	FY-83 (EC-1)	FY-84 (EC-2)	FY-85 (IC-1)
	<ul style="list-style-type: none"> <li>• USE EXISTING SOFTWARE TO PROVIDE:               <ul style="list-style-type: none"> <li>— MAIL DISSEM</li> <li>— ROUTE</li> <li>— PRIVATE INDEX FILES</li> <li>— SAVE FILES</li> </ul> </li> <li>• EXPAND CIA PMO USERS TO 300/150 CONCURRENT</li> <li>• PROVIDE DIA MAIL TESTBED</li> <li>• EVALUATE/SELECT SAFE-D DBMS(S) AND BEGIN AUGMENTATION</li> </ul>	<ul style="list-style-type: none"> <li>• INTEGRATE S/W AND ENHANCE:               <ul style="list-style-type: none"> <li>— TEXT PROCESSING</li> <li>— ON-LINE TEXT SEARCH</li> <li>— MAIL DISSEM</li> <li>— INTRODUCE SUL</li> </ul> </li> <li>• EXPAND USERS TO 800/250 CONCURRENT</li> <li>• PROVIDE ENHANCEMENTS DIAC</li> <li>• BEGIN CONVERSION</li> </ul>	<ul style="list-style-type: none"> <li>• ENHANCEMENTS:               <ul style="list-style-type: none"> <li>— MAIL ANALYSIS</li> <li>— INTEGRATED USER INTERFACE</li> <li>— INVERTED INDEX SEARCH</li> <li>— INVERTED TEXT SEARCH</li> </ul> </li> <li>• CONVERT               <ul style="list-style-type: none"> <li>— TARGETING</li> <li>— ORDER OF BATTLE</li> <li>— CRISIS MGMT</li> <li>— CENTRAL INDEX</li> </ul> </li> </ul>
COST	33	30-37	31-38
CUM COST		63-70	94-108

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## SAFE FUNCTIONAL CAPABILITY/FUNDING PROFILE (CONT.) FY-83 THRU FY-87

	<u>FY-86 (IC-2)</u>	<u>FY-87 (IC-3, 4)</u>
	<ul style="list-style-type: none"><li>• ENHANCEMENTS:<ul style="list-style-type: none"><li>— COMBINED INDEX/TEXT FILE SEARCH</li><li>— FULL SUL</li></ul></li><li>• EXPAND USERS TO 1000/500 CONCURRENT</li></ul>	<ul style="list-style-type: none"><li>• ENHANCEMENTS:<ul style="list-style-type: none"><li>— TOTAL SAFE FUNCTIONALITY</li></ul></li><li>• CONVERT:<ul style="list-style-type: none"><li>— COLLECTION MGMT</li><li>— LIBRARY REFERENCE</li></ul></li></ul>
COST	24-27	17
CUM COST	118-133	135-150